

## A.I.D. EVALUATION SUMMARY - PART I

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.  
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

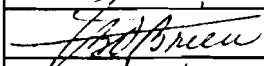

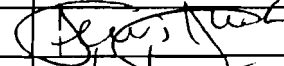
## IDENTIFICATION DATA

A. Reporting A.I.D. Unit: Mission or AID/W Office _____ (ES# <u>DP-07/95</u> )		B. Was Evaluation Scheduled In Current FY Annual Evaluation Plan? Yes <input checked="" type="checkbox"/> Slipped <input type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY <u>1995</u> Q <u>4</u>		C. Evaluation Timing Interim <input type="checkbox"/> Final <input checked="" type="checkbox"/> ExPost <input type="checkbox"/> Other <input type="checkbox"/>	
D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)					
Project-No.	Project/Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo / Yr)	Planned LOP Cost (000)	Amount Obligated To Date (000)
511-0584	Training for Development (TFD)	08/28/85	06/30/95	4,720	4,720

## ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director Action(s) Required	Name of Officer Responsible for Action	Date Action to be Completed
1. Conduct a Mission-wide Needs Assessment in order to develop a Mission-wide Strategic Training Plan.	RKahn/BO'Brien	03/30/96
2. Develop a Mission-wide Strategic Training Plan, linking training w/strategic objectives and technical Offices, include impact measurement as part of the training design and include Follow-on as an integral part of training design/implementation.	RKahn/BO'Brien	09/30/96
3. Implement a Mission-wide Data Base on Trainees and their impact ..	Yamil Cárdenas	06/30/95

## APPROVALS

F. Date Of Mission Or AID/W Office review Of Evaluation: _____ (Month) _____ (Day) _____ (Year)				
G. Approvals of Evaluation Summary And Action Decisions:				
	Project Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Name (Typed)	Beatriz O'Brien	—	Virginia Wheaton	Lewis W. Lucke
Signature				
Date	11/20/95		11/28/95	11/27/95

## A B S T R A C T

### H. Evaluation Abstract (Do not exceed the space provided)

This report is the final evaluation of the training for development (TFD) project which was begun in 1985 with the goal of long-term (master's level) and short-term training of public sector management and private sector development specialists in the United States and third countries. The project was amended in 1989 and 1990 to increase the number of participants, add an In-Country training sub-component, and revise selection processes. The goal of the Projects was to promote Bolivia's economic recovery and to enhance its democratic system. The Project purpose was to expand the country's human resource base by increasing the number of United States and third-country-trained individuals who occupy -- or have the potential for occupying -- policy level and leadership positions in the private sector the labor movement, and the government.

The general objectives of the final evaluation were to a) assess whether or not Project activities have fulfilled the goal, purpose, and objectives of the Project; b) assess the extent to which Project activities contributed to the Mission strategic objectives; c) determine the impact of Project activities on the beneficiaries; that is, to measure Project outcomes and the impact of training on the participants' professional growth and on their institutions or sectors, and to determine if the original Project objectives were met; and d) focus on lessons to be learned for the future.

The research undertaken in this evaluation leads to a series of general conclusions with respect to how to improve the effectiveness of USAID training and how to relate training to the broader strategic goals of USAID/Bolivia. Although the following recommendations emerge from TFD, they are applicable to training in the Mission in general and, most certainly, to a Mission-wide Training Strategy. They include discussions in the report of the need, to:

- Link Training with Strategic Objectives and Technical Offices
- Include Impact Measurement as a Part of Training Design
- Implement a Mission-wide Data Base on Trainees and Their Impacts
- Increase Equitable Distribution by Sex and by Region
- Include Follow-On as an Integral Part of Training Design and Implementation
- Increase Efficient and Effective Use of USAID/Bolivia's Overall Training Resources

Suggestions contained in the report, such as a Mission-wide data base, can result in greater savings because the population on which they focus is Mission-wide and, with new technology, the labor is minimal.

These issues cross-cut Mission Technical Offices, not just within the Training Division. Therefore, it is recommended that a Mission-wide Needs Assessment be carried out in order to develop a Mission-wide Strategic Training Plan which will encompass all Offices of USAID/Bolivia, including the Training Division.

## C O S T S

### I. Evaluation Costs

Name	1. Evaluation Team	Affiliation	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S.\$)	Source of Funds
Valerie Estes		Aguirre International	PIO/T 511-0584-3-20335 32 working days	\$ 41,000	511-0584
2. Mission/Office Professional Staff Person-Days (Estimate) 3			3. Borrower / Grantee Professional Staff Person-Days (Estimate) --		

## A.I.D. EVALUATION SUMMARY - PART II

### S U M M A R Y

**J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)**

**Address the following items:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>. Purpose of evaluation and methodology used</li> <li>. Purpose of activity(ies) evaluated</li> <li>. Findings and conclusions (relate to questions)</li> </ul> | <ul style="list-style-type: none"> <li>. Principal recommendations</li> <li>. Lessons learned</li> </ul> |
|--|--|

**Mission or Office :**

**Date This Summary Prepared :**

**Title and Date Of Full Evaluation Report:**

#### **PURPOSE OF THE EVALUATION**

This report is the final evaluation of the Training For Development (TFD) Project which was begun in 1985 with the goal of Long-Term (master's level) and Short-Term training of public sector management and private sector development specialists in the United States and third countries. The Project was amended in 1989 and 1990 to increase the number of participants, add an In-Country training sub-component, and revise selection processes. The goal of the Project was to promote Bolivia's economic recovery and to enhance its democratic system. The Project purpose was to expand the country's human resource base by increasing the number of United States- and third-country-trained individuals who occupy -- or have the potential of occupying -- policy level and leadership positions in the private sector, the labor movement, and the government.

The general objectives of the final evaluation were to a) assess whether or not Project activities have fulfilled the goal, purpose, and objectives of the Project; b) assess the extent to which Project activities contributed to the Mission strategic objectives; c) determine the impact of Project activities on the beneficiaries; that is, to measure Project outcomes and the impact of training on the participants' professional growth and on their institutions or sectors, and to determine if the original Project objectives were met; and d) focus on lessons to be learned for the future.

#### **SUMMARY OF FINDINGS**

**Men and Women Trained** During the ten years of the Project, 633 persons were trained out of a target of only 443. Of these, 172 received short-term training, 63 long-term training, 60 "democracy awareness" training, and 338 in-country training, funded with local currency.

**Training Impact on Professional Development** Most trainees ranked the training as "useful" or "very useful" for the three proxy indicators which link training to job performance. All the Long-Term, 81 percent of Short-Term, and 71 percent of In-Country trainees believed that the training was useful or very useful in improving professional capacity. Some 85 percent of Long-Term, 72 percent of Short-Term, and 80 percent of In-Country believed that it increased their technical knowledge. And 92 percent of Long-Term, 82 percent of Short-Term, and 87 percent of In-Country gained new ways to apply this knowledge. In addition, 82 percent of Long-Term, 75 percent of Short-Term, and 77 percent of In-Country trainees stated that they have been able to directly use training in their current work.

**Trainees and "Multiplier" Effects** As the responses to the questionnaire and discussions in focus groups clearly indicated, trainees are replicating their training in a number of formal settings, from the workplace to seminars, and informal settings, including professional networks for economic and democratic reform.

- Ninety-one percent of Long-Term, 100 percent of Short-Term, and 83 percent of In-Country trainees said that they had shared their training. This is also supported by their assessment of their training improving leadership skills, an essential ingredient in successful replication: 92 percent of Long-Term participants believed that it was useful or very useful in improving leadership capacity; 86 percent of Short-Term and 81 percent of In-Country trainees were equally positive in their comments.

3'

## LESSONS LEARNED AND RECOMMENDATIONS FOR THE FUTURE

### Introduction

The research undertaken in this evaluation leads to a series of general conclusions with respect to how to improve the effectiveness of USAID training and how to relate training to the broader strategic goals of USAID/Bolivia. Although the following recommendations emerge from TFD, they are applicable to training in the Mission in general and, most certainly, to a Mission-wide Training Strategy. They include discussions in the report of the need to:

- *Link Training with Strategic Objectives and Technical Offices*

Human resource development projects should not be a separate sectoral activity but, rather, a development tool which supports the efforts of the Technical Offices and are part of a Mission-wide Training Strategy. Future training projects or components should evolve as a result of a human resource Needs Assessment for each of the four Strategic Objectives of USAID/Bolivia.

- *Include Impact Measurement as a Part of Training Design*

Because TFD was designed in 1985, measuring impact was not an integral part of the project design. However, in 1995, it is central to all USAID activities. The Evaluation Team received the impression that measurement of impact is not an essential part of the training components carried out by the various Technical Offices. In other words, the issue of measuring training impact is not unique to the Training Division. USAID/Bolivia should develop a Mission-wide strategy and implementation system for measuring the contributions of trainees and assessing their links to Outcomes.

- *Implement a Mission-wide Data Base on Trainees and Their Impacts*

Linked with measuring the impact of training is the design and maintenance of a functioning data base of USAID-trainees. Each Technical Office has some data about trainees it has funded, but there is no central data base to show overall use of resources and/or impact. This data base would be an essential part of any plan to develop a Mission-wide Training Strategy.

- *Increase Equitable Distribution by Sex and by Region*

Targets for more equitable distribution of trainees by sex and by region should be determined by the objectives of the particular training and by the demographic realities of Bolivia, as suggested by the census material included in the section on Targets and Goals. Suggested changes in the report address how to broaden the representativeness by gender and region of USAID's development training efforts.

- *Include Follow-On as an Integral Part of Training Design and Implementation*

Follow-on programs (1) enhance technical and academic training and (2) dramatically expand and increase the multiplier effects of trainees. In addition, well-designed Follow-On can further the achievement of Mission Strategic Objectives, as well as guarantee the Mission investment in training. A Follow-on program will also support monitoring and evaluation activities and improve indicator tracking systems of the impacts of training. However, Follow-on must be designed around the needs of particular trainees to offer appropriate incentives for trainee participation.

- *Increase Efficient and Effective Use of USAID/Bolivia's Overall Training Resources*

Suggestions contained in the report, such as a Mission-wide data base, can result in greater savings because the population on which they focus is Mission-wide and, with new technology, the labor is minimal.

These issues cross-cut Mission Technical Offices and Strategic Objectives; furthermore, training takes place within Technical Offices, not just within the Training Division. Therefore, it is recommended that a Mission-wide Needs Assessment be carried out in order to develop a Mission-wide Strategic Training Plan which will encompass all Offices of USAID/Bolivia, including the Training Division.

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## A T T A C H M E N T S

K. Attachments (List attachments submitted with this Evaluation Summary, always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

### Attachments

- I List of Contacts
- II References
- III Scope of Work
- IV Questionnaire for "Training for Development" Sample

## C O M M E N T S

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report :